



General Fund Enterprise Business System (GFEBS)

Army Day Workshops

Financial Information Management

27 May 2009



General Fund Enterprise Business System



Goals

- **Provide decision support information to sustain Army warfighting capability**
- **Provide analytic data and tools to support Institutional Adaptation**
- **Reduce the cost of business operations**
- **Improve accountability and stewardship**

Enable decision-makers across the Army to-

- *Better capitalize on the resources we have*
- *Better determine and justify the resources we need*

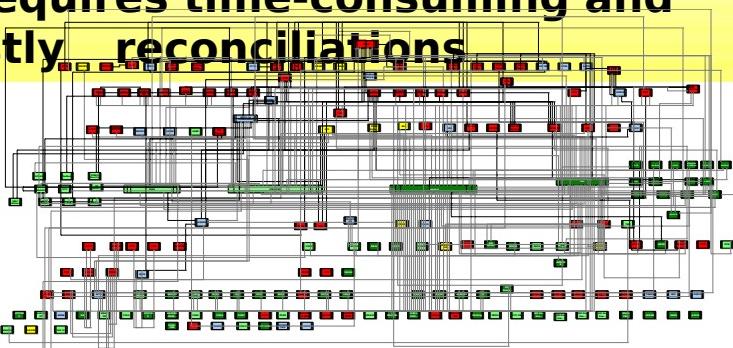


Where We Are and ... Where We Are Going



Current Situation

- Involves maintaining many systems
- Requires many costly interfaces
- Requires entering data in several systems
- Inhibits efficient sharing of data
- Impedes producing comprehensive and accurate decision data
- Hinders responding timely to questions
- Requires time-consuming and costly reconciliations



GFEBS

- Implements a single web-based system
- Standardizes processes Armywide
- Implements standard data structures
- Records transactions in real-time and provides real-time access to data
- Integrates financial and non-financial/ performance data from functional areas
- Applies commercial-off-the-shelf (COTS) Enterprise Resource Planning (ERP)

- Applies DOD Standard Financial Information Structure (FIS) line of accounting and Real Property Inventory Requirements (RPIR)





VCSA Memorandum To Army Commanders



DEPARTMENT OF THE ARMY
OFFICE OF THE VICE CHIEF OF STAFF
201 ARMY PENTAGON
WASHINGTON, DC 20310-0201

APR 21 2009

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Implementing General Fund Enterprise Business System (GFEBS)

~~LEADERS~~,

"We need integrated enterprise-wide data for informed decisions.

GFEBS integrates financial, real property and cost data with related output and performance data ...

GFEBS will impact ... every organization in your command that prepares a budget or manages funds to accomplish their mission:

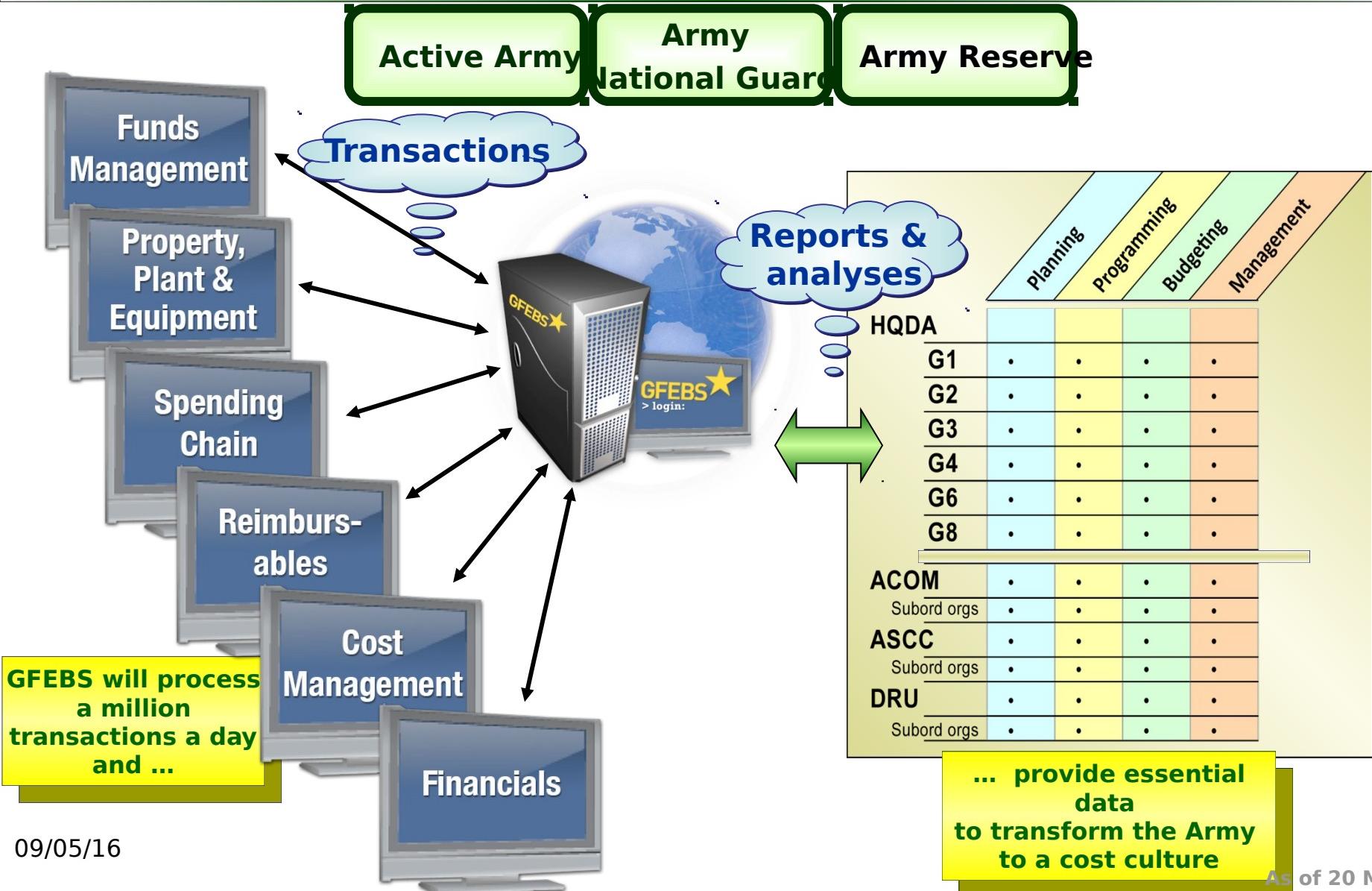
I ask that you and your leaders embrace the initiative and allocate "can-do" individuals to serve

1. We are regularly required to make decisions that impact and consume resources. We need integrated, enterprise-wide data for informed decisions – The General Fund Enterprise Business System (GFEBS), which replaces our legacy financial system, will address these needs.
2. GFEBS is a web-based system with real-time visibility of financial and accounting data across commands, garrisons and headquarters organizations. Very significantly, GFEBS integrates financial, real property and cost data with related output and performance data from organizations and functions across the Army.
3. Your leadership is critical to successful implementation. GFEBS will impact policies, procedures and business processes in your resource management offices and every organization in your command that prepares a budget or manages funds to accomplish their mission. Implementing GFEBS requires participation from more than just your resource management offices. The task is massive and complex, and will occur over the next few years.
4. I ask that you and your leaders embrace the initiative and allocate "can-do" individuals to serve as points of contact for training, change management and system deployment. Implementing GFEBS requires a partnership to identify training needs, provide training facilities and equipment, support data cleansing and conversion, and many other enabling actions.
5. The project schedule, site readiness activities and other planning information are at <http://gfebs.army.mil/>. Questions may be directed to LTG Edgar E. Stanton III, Assistant Secretary of the Army (ASA), Financial Management & Comptroller (FM&C) as the executive sponsor for GFEBS. Thanks for your support in deploying this system which will help us transform how we do business.

PETER W. CHIARELLI
General, U.S. Army
Vice Chief of Staff



General Fund Enterprise Business System Overview





How Does GFEBS Affect You?

- Data
- Analysis and Decision-making
- Processes
- Workforce
- Deployment



Success requires gaining organization to fit their pieces together

This is not business as usual!
GFEBS will transform financial management
as well as management practices in most functions



GFEBS Changes Data Including ...

- DOD Standard Financial Information Structure (SFIS)
 - DFAS 37 - 100 ERP Guidance
<http://www.asafm.army.mil/secretariat/document/dfas37-100/fy2009/37-100-2009.asp>
- Data conversion and cleansing
 - From legacy systems to master data, e.g., UIC, real property and vendor information
 - From GFEBS to legacy systems, e.g., new LOA in Defense Civilian Personnel System (DCPS)
- Creating new types of master data, e.g., --
 - Funds Centers for formal funds distribution
 - Cost Centers for informal funds distribution

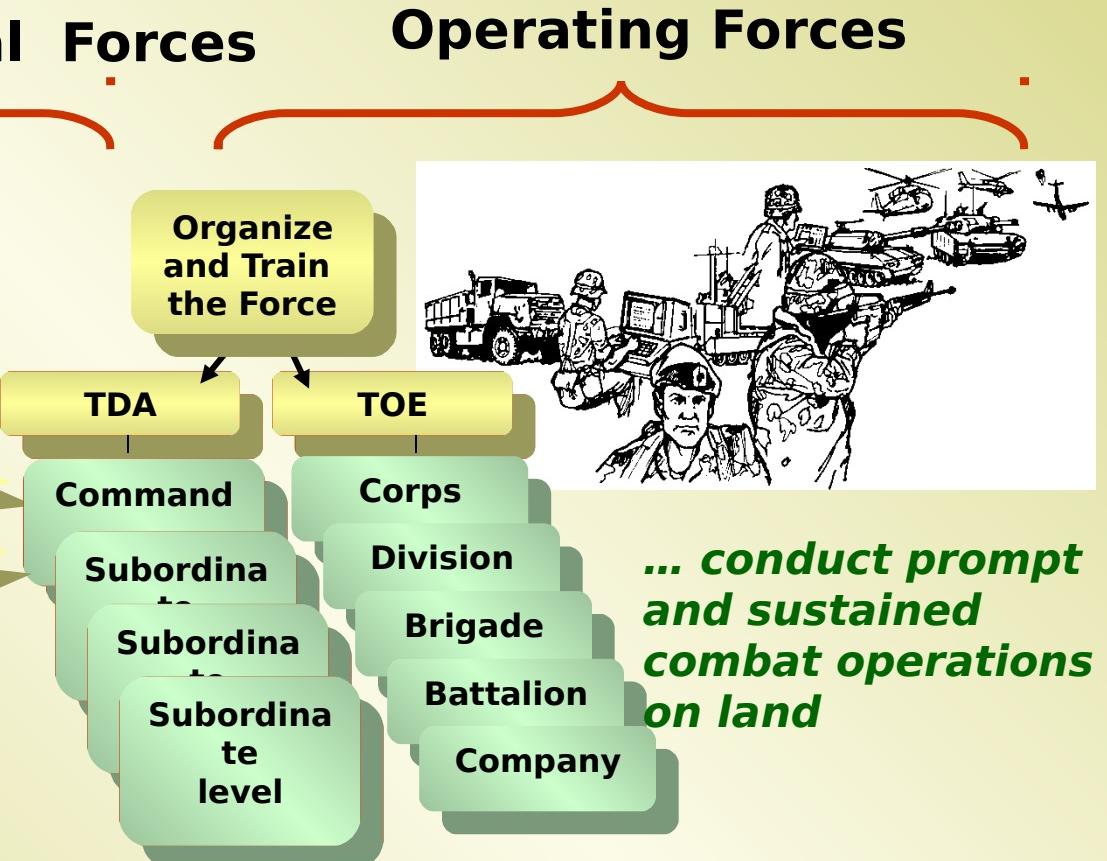
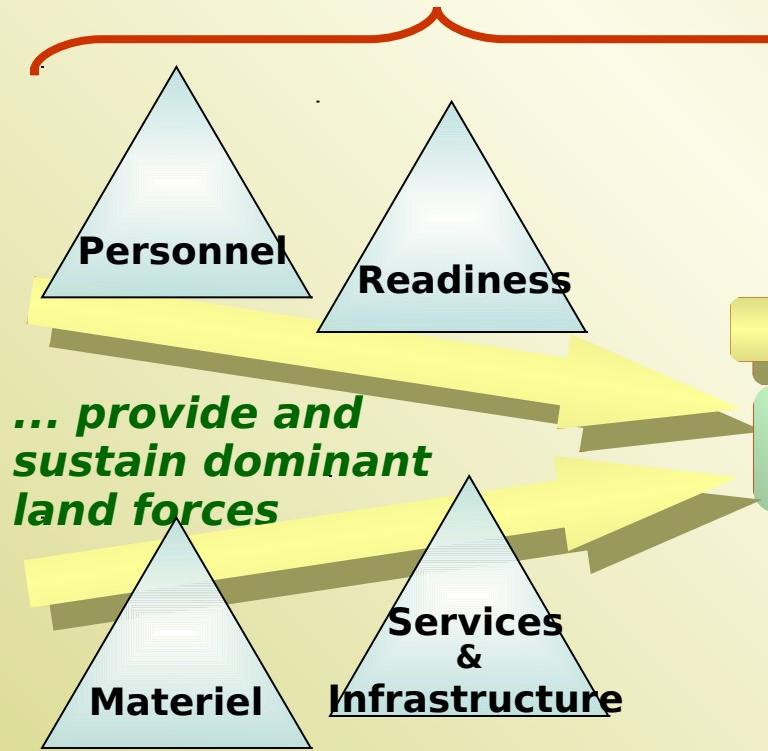
A single source for common data - i.e., identical data - entered once and shared across the “enterprise”



GFEBS Integrates Data From Across The Army



Generating Institutional Forces



Includes performance and output data from across the “enterprise”



GFEBS Data Enable Many Different Analytic Views

By Organization

Army TOE & TDA
HQDA

Army Commands
Army Service Component Command

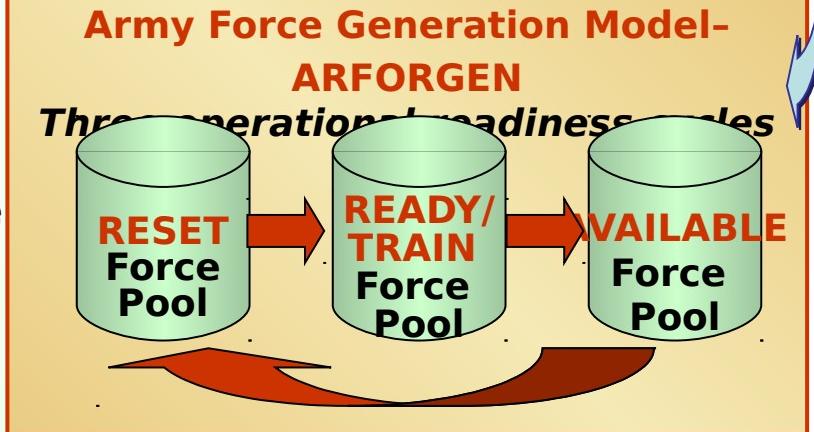
Corps
Corps
Sub-cmd
Sub-cmd
Division
Division
Brigade
Brigade

By Use

Missions
Functions Activities
Services
Systems
Training
Deployments
Tasks

By Funding

Appropriations
Budget Activities
Budget Activity Gps
Sub-Activity Gps
Projects
Systems
Commitments-Obligations
Expenses-Disbursements



Flexible and responsive to enterprise and local decision-makers by integrating financial, cost and related output data



How Does GFEBS Affect You?

- Data
- ▪ Analysis and Decision-making
- Processes
- Workforce
- Deployment



Success requires gaining organization to fit their pieces together

This is not business as usual!
GFEBS will transform financial management
as well as management practices in most functions



GFEBS Data Provide Opportunity For Analysis

Many Types of Analysis → Most Decision Processes

- Comparative, e.g. --
 - What did the NTC rotation cost?
- Trend, e.g. --
 - What are property maintenance trends Army-wide and at xyz?
- Predictive, e.g. --
 - What are the costs for fielding another heavy BCT?
- Functional, e.g. --
 - What are the full costs for 'Growing The Army'?

- Planning, Programming and Budget Formulation
- Current management practices
- Functional, non-financial processes
- Funds control
- Financial business operations

***Valid data and analytic tools enable analyses,
skilled analysts are essential***

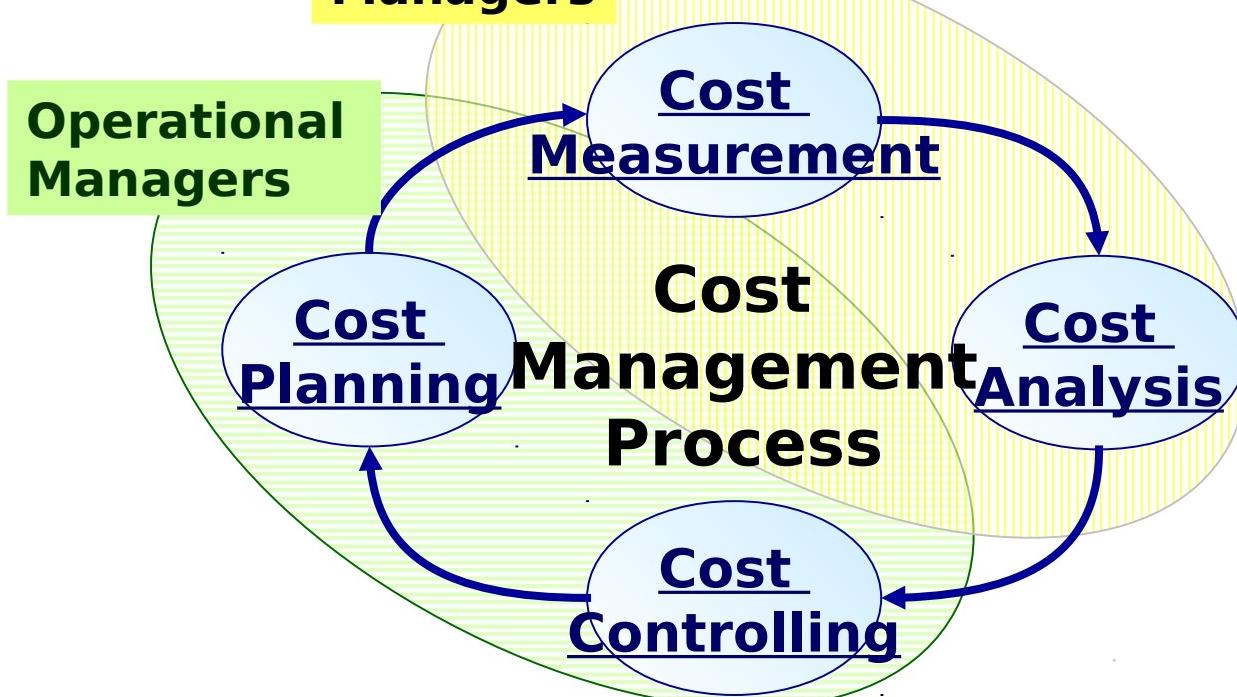


New Cost Management Capabilities For Operational And Resource Managers



Managing business operations *efficiently & effectively*
Through accurate measurement and *understanding of the*
"full cost"
Of an organization's business processes, products and
services

In order to **Resource Managers** provide *the best value to customers*



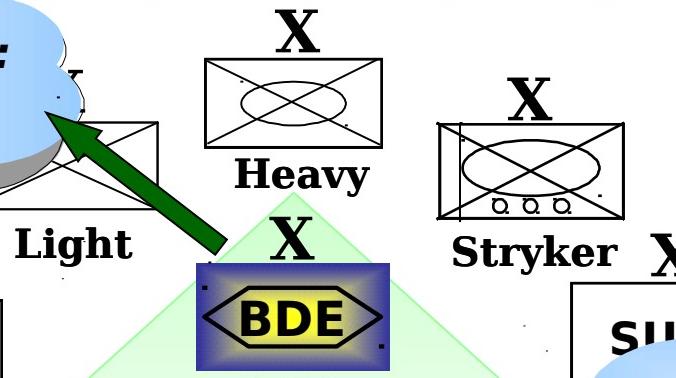


Cost Management Capabilities Enable ...



Brigade data may be for:

- specific brigade
- average Bde in command
- average Bde across Army



Functional data may be for:

- total cost for school
- total cost for course
- specific costs of interest



Base Support

- \$ / Service
- \$ / Brigade
- \$ / Installation

Personnel

- Military- \$ / Soldier
- Civilian- \$ / FTE
- Contractor \$ / FTE

Equipment

- \$ / Brigade New
- \$ / Brigade Conversion
- Ratio: Spt \$ / Brigade \$

**Flexible and responsive
to Army information needs**



How Does GFEBS Affect You?

- Data
- Analysis and Decision-making
- Processes
- Workforce
- Deployment



Success requires gaining organization to fit their pieces together

This is not business as usual!
GFEBS will transform financial management
as well as management practices in most functions



New Processes Apply Consistently Across the Army



- 1 Enter transaction, e.g., create Purchase Request



- 2 Use specific functions

Funds Management & Budget Formulation

Spending Chain

Reimbursables

Property, Plant & Equipment

Cost Management

Financials

- 3 Simultaneously available to share with all related records



- 6 Query Business Intelligence for reports & analyses



- 4 Imports data from other systems





GFEBS Business Processes Illustrative Changes



Process Area	Process Change Highlights
Funds Management	<ul style="list-style-type: none">▪ Real-time or near-real-time visibility of funds status.▪ Institution of hard stops for funds control and restrictions on the ability to over-obligate funds.
Reimbursables	<ul style="list-style-type: none">▪ Reduction in number of intra-Army reimbursable billing and payment transactions for Economy Act orders.▪ Proper timing of the recognition of receivables.
Spending Chain	<ul style="list-style-type: none">▪ Automated funds check for purchase requisitions; check of obligation against commitment for purchase orders.
Property, Plant & Equipment	<ul style="list-style-type: none">▪ Improved visibility of real property with a full audit trail of real property transactions and changes.▪ Integrated asset valuation and depreciation for Resource Managers.▪ Improved, standardized, and integrated process for planning and performing maintenance on real property and equipment.
Cost Management	<ul style="list-style-type: none">▪ Ability to perform detailed cost planning, allocations, reporting and analysis resulting from integration of accounting, budget, and cost information into one system.
Financials 09/05/16	<ul style="list-style-type: none">▪ Transition from legacy accounting data elements to US Standard General Ledger.▪ Transition from making corrections using Journal Vouchers to making corrections using the source documents.



Business Process Crosswalks

- Demonstrate relationship between current “as is” and future GFEBS “to be” business processes
- Begin the transfer of knowledge needed to support transformation
- Assist managers in assigning GFEBS roles to end users
- Enable managers and GFEBS Team to identify major site readiness gaps and “showstoppers” well in advance of go-live
- Assist managers in identifying and staging site resources to support deployment and transformation
- Shorten post-deployment productivity dip



How Does GFEBS Affect You?

- Data
- Analysis and Decision-making
- Processes
- ▪ Workforce
- Deployment



Success requires gaining organization to fit their pieces together

This is not business as usual!
GFEBS will transform financial management
as well as management practices in most functions

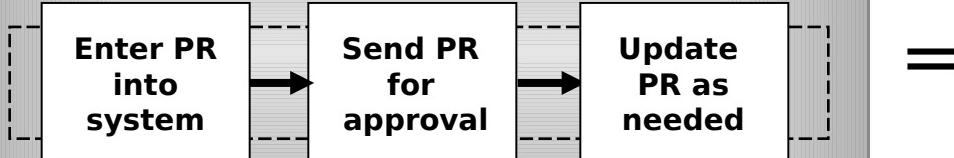


GFEBS User Roles Flow From Business Processes



GFEBS Business Processes

Prepare Purchase Requisition (PR)



GFEBS User Roles

Purchase Requisition Processor



Review Budget Execution



BI Budget Reporter



***Users performing these roles can
be in many different organizations***



GFEBS Includes Many User Roles



Process Area	# of Roles	Army				DFAS	
		HQDA	ACOM HQs	Installations			
			Partial Funds Distro Only	IMCOM Garrison	Mission		
Financial Management	22	8	1	2	2	17	
Funds Management	10	9	6	5	5	2	
Reimbursables	18	2	2	5	5	16	
Spending Chain	19	0	0	9	9	14	
Cost Management	18	15	5	12	12	6	
Real Property	8	4	0	6	0	0	
Equipment & Assets	4	4	0	1	1	1	
Plant Maintenance	16	1	1	16	0	0	
Project Systems	11	2	1	9	9	2	
Total Roles	124	45	16	65	43	58	

Notes:

- GFEBS user roles are subject to change
- About 54% of roles are new



Gaining Organization Assign Roles To Its Workforce



- **Most organizations** perform some roles, e.g. --
 - » Spending Chain: Purchase Requisition Processor, Purchase Requisition Approver, Goods Receipt Processor, and Invoice Processor
 - » Cost Management: Cost Driver Collector, Cost Plan Maintainer, BI Managerial Reporter, ECC Managerial Reporter
- **Resource Management offices** perform certain roles, e.g. -
 - » Funds Distribution, Billings, Reimbursables, Depreciating Assets
 - » Managing Civilian Payroll and “closing the books”
- **DFAS, HQDA and Command HQ** perform many centralized roles
- **Note:** No organization performs all 124 roles; and all organizations must ensure separation of duties when assigning roles

Supervisors must assign roles timely and correctly for successful implementation



How Does GFEBS Affect You?

- Data
- Analysis and Decision-making
- Processes
- Workforce
- ▪ Deployment



Success requires gaining organization to fit their pieces together

This is not business as usual!
GFEBS will transform financial management
as well as management practices in most functions



GFEBS Deployment Schedule

FY2009

FY2010

FY2011

FY2012

1 2 3 4

1 2 3

4

1

2

3

4

1

2

Releases



R1.2 R1.3 Replace R1.4: Replace SOMARDS and continue replacing STANFINS
Go Live, STANFINS
IMCOM Ft Jackson

Wave 1*
SE Apr
Training

Wave 2*
SE Apr
Training

Wave 3*
WR Oct
Training

Wave 4*
NE Jan
Training

Wave 7*
NE (BRAC) Oct
Training

Wave 8*
Jan
Training

Mini-deployments Oct Jan
Training Training

Contingency (all others)

*Each Wave in each Release:

- Involves about 15 sites
- Updates all preceding Waves
- Includes DFAS

Wave 5*
PAC & EUR Apr
Training

Wave 6*
NG & AR Jul
Training

Site

Pre-Deployment Activities

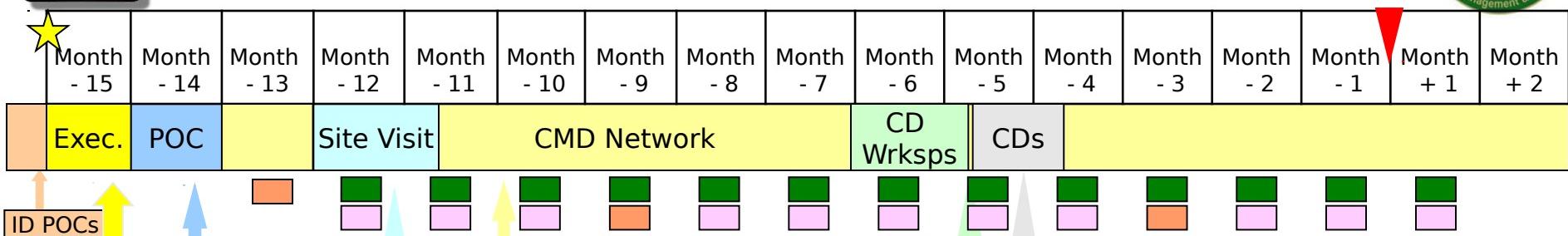
"Go Live"

Post-Deployment

450 days

90-180 days

Deployment Communications Strategy



Executive Planning Session

Purpose: Provide gaining organizations leadership with overview and introduction to site responsibilities.

Activities: review the OPORD and provide Memorandum of Agreement (MOA)

POC Kickoff

Purpose: Kick-off CMD Network and provide POCs with training and tools to disseminate information to their organizations, address questions and organize resources.

Activities: Train Change Management Points of Contact for each gaining organization

Site Visit and Supervisors Workshop

Purpose: Introduce leaders and managers to GFEBS goals, implications to their organizations, events and timelines, their responsibilities and to train them on role mapping.

Activities: General Session, functional breakouts and Role-to-User Mapping Workshop

CMD Network

Purpose: Provide a forum to assist gaining organization POCs with information on progress; information on implementation such as: how to reduce change resistance through employee involvement, how to promote/advocate bottom up dialogue, etc.; and to gather information on site-readiness activities such as role mapping and data conversion.

Activities: Monthly calls to provide updates, forum for Q & A; channel for distributing

Change Discussion workshop for Supervisors

Purpose: Prepare supervisors to conduct functional change and new roles discussions with their subordinates/end users.

Activities: At the end of the workshop, Army supervisors will be able to explain their role as a supervisor in regard to the change discussions, understand the change discussion process, prepare for change discussions with end users, and conduct change discussions

Change Discussions with End Users

Purpose: Prepare end users for changes that will come with GFEBS, to explain their new roles and to direct their actions regarding required training courses and certification.



Power Users

- Your command's primary functional expert on GFEBS business processes
 - Orchestrate business process and sustainment support before, during and after GFEBS deployment
 - Key member of the command's Change Management Team (CMD)
- Responsibilities:
 - Assist in crosswalk discussions from the 'as is' to the 'to be' processes
 - Assist with training, data cleansing and conversion efforts for your command
 - Help to shape the end-to-end processes for their organizations and future sites
 - Answering questions, addressing concerns during pre and post go-live deployment activities
 - Support continuous improvement in GFEBS training
- Training and development is a shared responsibility
 - GFEBS Program will conduct two formal five-day sessions
 - Power Users must complete the GFEBS core Computer Based Training (CBT) courses and the functional CBT courses within their respective business areas
 - Sites to determine additional training opportunities, e.g. scheduled visits with site personnel from previously deployed sites

***The Army's GFEBS Subject Matter Experts
(SMEs)***